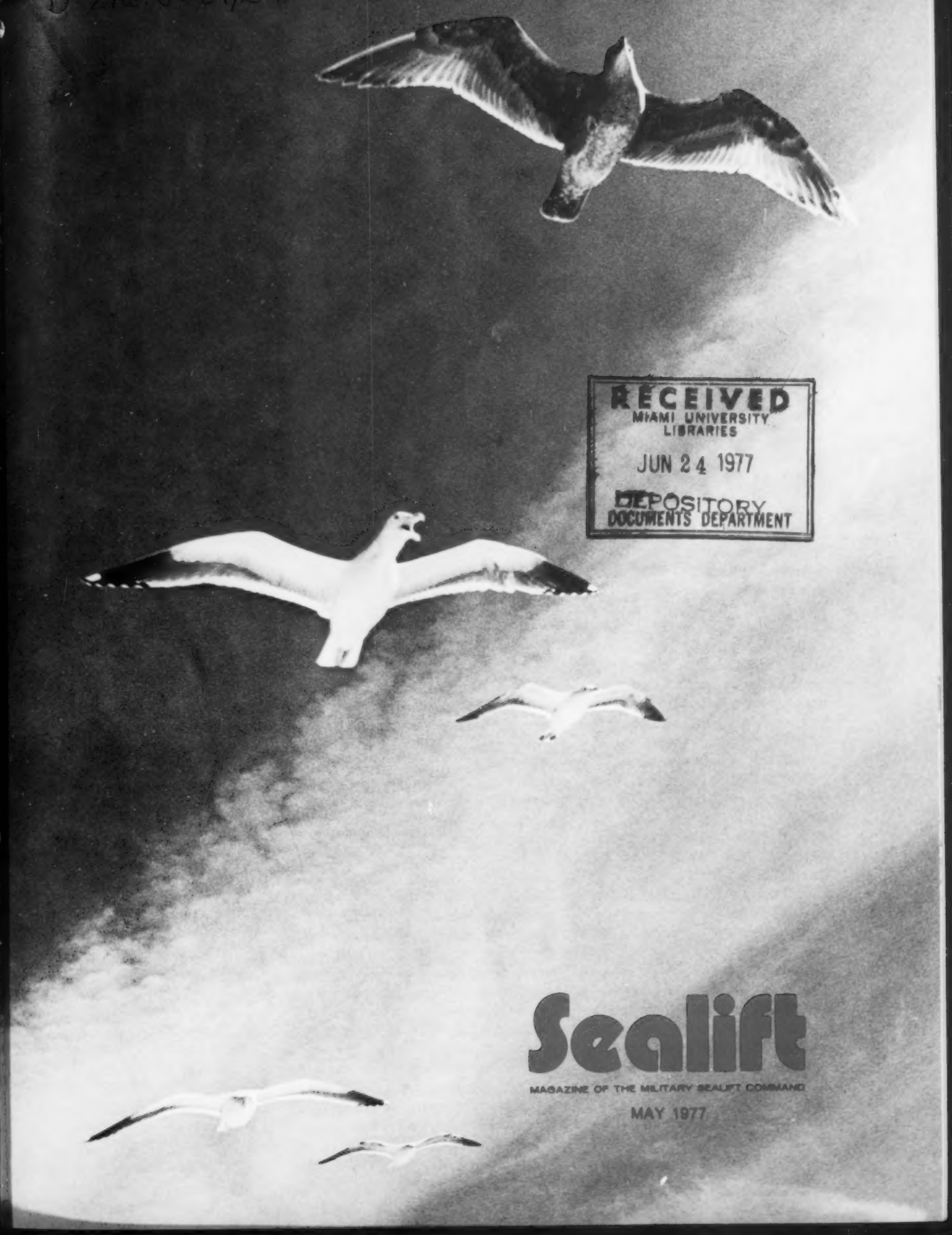

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MAGAZINE OF THE MILITARY SEALIFT COMMAND

MAY 1977

Equal Employment Opportunity

Every employee at Military Sealift Command headquarters has recently been given a copy of our 1977 affirmative action plan which outlines a program to promote equal employment opportunity.

The program's objectives and the methods to achieve them are the same throughout this worldwide organization. Equal employment opportunity without regard to age, race, color, religion, sex or national origin is clearly mandated not only by law but by common sense.

We no doubt have many employees who have talents and abilities that are not being fully utilized. With counseling and proper guidance, these employees can help themselves by attaining higher grade levels and at the same time become more valuable to the command.

The success of any employment opportunity program depends to a great extent on managerial support and leadership. The manager and first line supervisor are crucial in assuring that emphasis is on "opportunity," not on the program itself.

Managers should encourage employees to take job related courses and seminars. Top-level managers have a particular responsibility to assure that affirmative action programs reflect both the needs of the command and those of command employees.

But, it's a two sided coin.

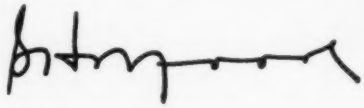
If employees are to broaden their horizons, expand their capabilities and achieve greater success, they must begin by being goal oriented. Each must have an idea of what it is he wants to achieve, and then must pursue that goal through conscious and planned effort. This means accepting new responsibilities, expanding skills both on the job and in the classroom by performing to the best of his or her ability, and by aggressively competing in the work arena for a more responsible and rewarding position.

What we are striving to do in the Military Sealift Command is to create a working environment where equal employment opportunity is a fact, not a proposal. We are striving to achieve the goal of a fully integrated work force at every level.

I depend on first-line supervisors to inform MSC employees of employment and advancement opportunities open to them. Supervisors must both understand equal employment opportunity policy and programs and actively encourage the professional growth of their fellow employees.

The ability of an individual to perform the tasks assigned him is unrelated to race, sex, religion, age or national origin. However, no one can develop his potential abilities or advance in his field unless opportunity does exist. The MSC equal employment opportunity program must be more than a paper commitment. Emphasis must be placed on the achievement of program goals rather than the publication of an affirmative action plan.

If we work together, providing realistic opportunities for professional growth, encouraging command members to take advantage of opportunities offered and setting and pursuing our individual goals, MSC can have a highly successful equal employment opportunity program. If those actions are not taken, all of us lose.



Commander, Military Sealift Command

Photo by Louis R. Granger

COVER: Sea gulls soar near the port of Oakland, hub of MSC, Pacific operations. For details about MSC, Pacific, its commander and the port, see stories beginning on page 4.

Rear Adm. Sam H. Moore
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Sealift

MAGAZINE OF THE MILITARY SEALIFT COMMAND

Vol. XXVII No. 5 Washington, D.C. May 1977

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MSC, Pacific

MSC, Pacific moves into the age of fleet support and special project operations.

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Rear Adm. John Coughlin

The MSC, Pacific commander is "proud of the guys who operate the ships."

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Rise of Oakland

The port of Oakland has undergone a renaissance in recent years.

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Capt. Harry Hart

MSC, PACIFIC On Course At Flank Speed

This is the second of a series of four articles highlighting the MSC area commands and the people who fulfill organizational missions.

The first on the Atlantic area command appeared in the March 1977 issue of Sealift.

Primary purpose of the articles is to recognize the work and achievements of persons who conduct the worldwide operations of MSC. Space restricts mentioning every person or element within the commands but the relative few who are named are representative of their co-workers.

Oakland, Calif.—"Our mission is to provide mobility for the Armed Forces, the Army, Navy, Marine Corps and Air Force, and that requires ships, crews to operate them, and an ashore work force to both direct and support their efforts."

That assessment of Military Sealift Command, Pacific is repeated by almost every member of the headquarters staff. Though their words may differ, the repetition of the same idea from many people indicates that the members of Pacific area command headquarters have a solid understanding of what they do, and why they do it.

To direct and support the ships and the 1,730 mariners who operate them for the Pacific area command are 353 civilian employees, including 26 at offices in Anchorage, Honolulu, Long Beach and Seattle.

In addition, 24 naval officers and 29 enlisted fill billets

in the Oakland headquarters and the four offices. The area command's six operating fleet support ships also have approximately 65 military men in communications detachments.

That is not the entire work force, however. MSC, Pacific has part-time representatives in Adak and Kodiak, Alaska; Port Hueneme and San Diego, Calif; and Wake, Midway, Canton and Johnston Islands around the mid-Pacific.

Military Sealift Command, Pacific has operational control of 22 ships including 10 special project ships, seven operating fleet support vessels and another in overhaul by the area command maintenance and repair shop, three dry cargo ships, including two that are temporarily laid up, and one gasoline tanker operated from the Honolulu office.

Directing the efforts of all of these elements is Rear Adm. John T. Coughlin, commander (See page 13), and Capt. Harry S. Hart, chief of staff.

Civilian personnel officer Ernest J. Filiberti is an MSC, Pacific "plank owner," meaning he has been with the area command since it was formed on March 1, 1950, five months after the command began operations in October 1949. Before that he had been with the Army Transport Service.

Even before MSC came into being Filiberti has been coping with the peaks and valleys of hiring mariners. In the 1947-1948 period seagoing jobs were difficult to find, but when the Korean war began and many ships were needed, the job market improved.

Again in the late 1950s, when MSC was tasked to resupply Distant Early Warning sites at the top of the world, more jobs became available in the command. The war in Vietnam was another period of high employment. MSC, Pacific reached its peak in 1968 with 4,600 mariners on board.

Ernest Filiberti

Because jobs were plentiful throughout the maritime industry between 1965 and 1968, MSC, Pacific "had an exceptionally high turnover of about 60 per cent. There were a lot of jobs then so a man could move around," Filiberti said. "Now there are fewer jobs in commercial shipping and our turnover rate is down to 30 to 35 per cent a year. The turnover of ashore personnel is about eight per cent and that's constant."

Average age of Pacific's mariners is 50.7 years and the shore employees average slightly higher at about 51.

Filiberti feels that the Pacific area command has been fortunate in being able to attract mariners for the underway replenishment fleet support ships. "There is no comparable assignment in the merchant marine. It's a whole new way of life, so our recruitment of retired Navy personnel with underway replenishment service has been heavy."

A college basketball player at the University of Southern California, Filiberti played semi-professional basketball after graduation and in 1953 began refereeing college games. He appeared on the front page of Sports Illustrated magazine in January 1968 in an action photo at the Houston Astrodome with Kareem Abdul-Jabbar, now with the Los Angeles Lakers, and Elvin Hayes, now with the Washington Bullets.

Filiberti has been civilian personnel officer since July 1974. Before that he was assistant to the employment director since 1957.

"I've spent a lifetime here and I have no complaint. I've enjoyed almost every moment of it. Sometimes it's been frustrating with the problems of recruiting, but it's a rewarding job."

Chief of Staff Captain Hart also believes "we're here to support the people at sea."

There is no shortage of mariners now, he said, but the area command work force is getting older and faced with retirements. "The problem is how to get trained men. For example, cooks. They are vital for the morale of the ships. Our cooks are in their late 50s and many will be retiring soon."

MSC, Pacific has emphasized the equal employment opportunity program, Captain Hart said, "and we are trying to improve our assignment system to make it even more equitable."

Born in New Jersey, Captain Hart attended Tufts College and was commissioned an ensign upon graduation in June 1946. After 2½ years duty aboard the destroyer USS Leonard F. Mason, he was assigned to the submarine force and qualified in the USS Sarda. He commanded the USS Sennet from August 1960 to July 1962.

He has served as head of the Polaris Logistics Plans Branch in navy operations and headed the U.S. group in a joint United States and United Kingdom survey of Indian Ocean islands.

After a year as commander of Submarine Division 63, he commanded the fleet oiler USS Waccamaw which was turned over to MSC for operation in early 1975. In 1970 he became logistics plans officer for the U.S. Pacific Fleet and later fleet logistics officer until he took command of the MSC office in Honolulu in May 1973.

In June 1975 he became chief of staff at the Pacific area command. Captain Hart plans to retire at the end of June.

Before Richard B. Hosey came ashore to become deputy operations and plans officer and port captain he had been master of 16 MSC ships—"every type of ship the command operated except transports," he said.

The know-how Hosey brought with him to MSC, Pacific he is trying to give to the Civil Service masters of command ships.

"We have some bright maritime school men and we are trying to provide incentives for them to become masters. A problem we're facing now is that nearly all of our 30 masters are eligible for retirement," he said.

Hosey explained that the average number of years service of the masters is 27.3 years. Thirteen have more than 31 years service and 21 have more than 26 years. The average age is 55.1 years and half of them are more than 56 years old.

About 10 months ago MSC, Pacific began a training program that will give prospective masters experience in as many different type ships as possible. Also, he said, the command is attempting to get junior officers to upgrade their licenses so they can move into master positions as they become vacant.

Hosey unofficially is operations roving trouble shooter. He has close business relationships with Military Traffic Management Command's Army outports, maritime industry representatives and the maritime community in general. He also attends hearings and conferences on matters that may affect the command.

He meets regularly with Pacific engineers and personnel officials and makes annual inspection trips to ships in the western Pacific with the chief inspector, Capt. M.H. Lasell, and with supply officials.

"In general I try to keep things running, coordinated and smooth," Hosey said.

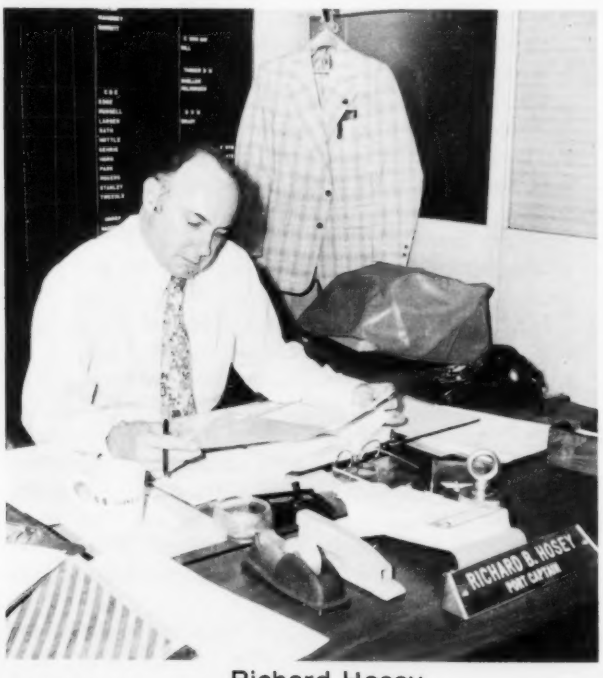
As port captain he makes recommendations for assignments of masters and first officers. Two assistants, Robert C. Quick and Eric J. Swenson, Jr. make recommendations for second and third officers and handle most of the other port captain duties.

Hosey began his seagoing career in 1943 when he enlisted in the Navy. Discharged in 1946, he attended the University of Southern Mississippi but during the Korean war was recalled by the Navy. It was his fleet experience that headed him towards MSC.

"I read about it in All Hands magazine. MSC was looking for quartermaster-signalmen and I liked the sound of it. There were even ads in the Wall Street Journal."

Hosey was hired as an able-bodied seaman aboard the Gen. M.C. Meigs, a troop transport, and worked his way up to master. He took his present job last May.

"I came ashore because of my family and this is a



Richard Hosey

Capt. Ronald Morin

Cmdr. Martin Kunze

good supervisory type job where I can make decisions. I've tried to reward the people that I think work the hardest and who have contributed to the command."

Hosey's boss is Capt. Ronald D. Morin, assistant chief of staff for operations. For more than half of his 25-year career, he has been with Military Sealift Command in various capacities.

Commissioned in 1952 after Officer Candidate School, Captain Morin spent his early years in minesweepers and destroyers and in 1963 was selected for the MSC management program.

Since then he has been operations officer, executive officer and commanding officer at the Port Canaveral office; commanding officer at both the Alaska and Vietnam offices, and chief inspector at MSC, Pacific until he took his present job in 1976.

Captain Morin has overall responsibility for booking cargo and scheduling controlled ships. He is the administrative commander for fleet support and special project ships and is responsible for providing information for the CALSTAT system which documents cargo ship location, status and utilization.

Last year 87 per cent of the Pacific area command's cargo went by commercial berth line ships, 12 per cent by MSC controlled vessels and 1 per cent in the command's government-owned vessels. And about 85 per cent of the Defense cargo shipped from the West Coast goes by containers, Captain Morin noted.

Ocean shipping is not the only mode of transportation of which Captain Morin has a working knowledge. He has rebuilt the engine of a 1954 Chevrolet which his wife's parents bought when it was new and is in the process of restoring the rest of it. He is also a horse lover and owns an Arabian which his wife, Mary, and 12-year-old daughter Nancy also ride.

Heading Pacific's special project and fleet support division is Cmdr. Martin W. Kunze, an ex-Marine Corps enlisted man who served in China, and who subsequently graduated from the Naval Academy.

Commander Kunze feels the time will come "when MSC will operate all of the fleet oilers" and perhaps all fleet auxiliary vessels. "It depends on how fast the Navy wants to assign them to us. The Chief of Naval Operations found out we can pump a hell of a lot of oil and it's not expensive to do."

He noted that there are eight fleet replenishment ships in the western Pacific—three of them are Civil Service manned but those three pump 80 per cent of the oil.

The bluejacket manned oilers, he said, are restricted to the number of days at sea "but MSC ships are not. We have one tug in the western Pacific and it hardly ever stands still."

USNS H. H. Hess will be added to the special projects fleet late this year after an $11.5 million conversion for use as an oceanographic research ship. Other than this project "I don't look for any great changes. There won't be any growth in special projects until more money is put into research and development," he said.

Although Commander Kunze plans to retire next year, he feels his present job is the best at MSC, Pacific.

"Everyday something is different and if I can say that then I must be happy with it. We have projects from here to Asia and when we get data back that nobody has gathered before, you know the job is worthwhile."

After graduating from high school in Red Bank, N.J. in 1946, Commander Kunze enlisted in the Marine Corps. In 1947 he was with the First Marine Division in China during the Communist take-over. The next year he entered the Naval Academy and was commissioned in 1952.

He spent 13 years on destroyers and five years as naval advisor to the Central American government of Guatamala. While there he and his wife adopted a Guatamalan child, Maela, now nearly 15. Commander

Kunze has been with MSC, Pacific since 1970.

When merchant seamen move to different ships the transition is usually smooth. The work for unlicensed as well as licensed mariners is much the same from one ship to the next.

But on the fleet support oilers and oceangoing tugs, that is not the case. The men need specialized training to handle unfamiliar equipment necessary for specialized jobs.

Seeing that MSC mariners get the proper training is a joint effort of Selwyn H. Graham, director of training and safety division, and James T. Aoki, head of the training branch.

Working with them are six damage control instructors: Isai Kaufman, Charles Jenkins, Rogers T. Schwartz, Mike Estes, Henry D. Krabbenschmidt and Ben Paschal. Each is a licensed marine officer holding at least a first assistant engineer or first officer license.

Actually there are two categories of training, marine and ashore, for persons not directly involved with sailing.

"We're trying to gear the bulk of our training on the marine side because the mariners are the ones who man the ships which carry out command missions," Aoki said.

Every MSC mariner is required to complete firefighting training. At the Pacific area command it's required every three years. The five-day Navy-conducted firefighting and damage control course is given at Treasure Island.

Courses, mostly given by Navy instructors, cover everything from the two-hour equal employment opportunity training to a three-week course in rigging of a highline and procedures in passing missiles and other cargo to fleet ships while under way.

Aoki's job is mainly as a coordinator, counselor and administrator. A graduate of San Francisco State College with a degree in business administration, he was hired by MSC in 1965 as a personnel staffing specialist. The next year he transferred to training and in February 1974 was made head of the training branch.

He said most of the training funds spent by the area command go for job related courses and seminars for other than civilian marine personnel whose Navy training is free. Ten employees are now taking off-duty college courses.

Graham is a retired Navy captain who joined MSC, Pacific in 1966 in his present job. "I love the job but besides that I needed the money. I have four children and they all had to be sent to college."

His youngest son is living in Paris, France and is a member of the French national volleyball team. He is taking a course in French and that qualifies him for the team, Graham said.

"We have really pushed to get our seagoing men higher licenses," Graham said. "And it has paid off for us. The rate of turnover among the licensed men is about 10 per cent and may even be lower than that."

Counseling is an important part of the training job, said Graham. Many courses are open to the seagoing

James Aoki

Selwyn Graham

personnel that are not required, but taking them can help earn promotions.

"From experience we know that some seagoing people are terrified about going into office buildings. They feel they are going to get hurt in some way so we try and make them feel at home. So we don't let them stand around on one foot and then the other. We invite them in and give them a seat and be as friendly as we can," Graham said.

Military Sealift Command is almost part of the family of Mrs. Marie Burnett, management assistant in the administration division.

Her husband, William, is purser aboard the tanker USNS Rincon operating in the Far East. "He talked me into getting a job with MSC. It was my first government experience. Before that I worked in private industry in Washington state and southern California."

Mrs. Burnett is in charge of editing, reproducing and distributing MSC, Pacific directories and has just completed a "word processing" survey analyzing the cost benefits between the standard electric typewriter and automatic or memory typewriter. Upcoming are management and manpower surveys and analyses.

She also prepares questionnaires to determine the cost and workload in various jobs "to try and find better ways of doing them," she said.

Mrs. Burnett came to MSC, Pacific nearly 10 years ago as a clerk typist in ship operations. She was promoted to editorial clerk in engineering and in 1973 was made mail room supervisor. She moved to her present job in 1974.

The Burnetts had a grocery business in Yakima, Wash. but when their partner became ill the work became too demanding and they moved to San Diego where Mr. Burnett opened a market.

"His dad had more than 32 years in the Navy," said Mrs. Burnett, "and I guess Bill has salt water instead of blood in his veins. He had been a storekeeper in the Navy and decided to give up the business and try MSC. That was 12 years ago."

What about the Burnetts' long separations? "A lot of people ask me that. It isn't easy, but I accept it. At least since we both work for MSC I can keep track of him."

Also in the administration division are James F. Page, director, and Steve Kawakami, illustrator.

When the Golden Gate Bridge was being built in the mid-1930s a University of Nevada engineering student watched the process with more than professional interest.

George H. Harlan, MSC, Pacific engineering officer, was born near the northern end of the bridge and his father was chief counsel and founder of the Golden Gate Bridge and Highway District. Harlan's interest in the bridge has never dimmed and he now gives public talks on Golden Gate construction.

His interest in West Coast history did not stop at the Golden Gate. Born in what then was the railroad town of Sausalito, Harlan became a "locomotive nut" and has taken thousands of photographs of railroad equipment.

Author of three books, his first was Oil, Lamps and Iron Ponies. Published in 1949 it relates the history of Pacific coast narrow gauge railways. Published two years later was Of Walking Beams and Paddle Wheels, a history of San Francisco Bay ferryboats.

His latest, still in print, is, San Francisco Bay Ferryboats.

Harlan originally did not intend to make engineering a career. After getting his degree in 1937—the same year the Golden Gate Bridge was completed—he attended

Marie Burnett

George Harlan

Hastings College of The Law, part of the University of California at Berkley, the same school his father attended.

But World War II threatened and in 1940 Harlan joined the Army Transport Service as a naval architect. He transferred to MSC when it was organized and since then he has been cargo division director, assistant superintending port engineer and deputy engineering officer. Last year he became the first civilian engineering officer at MSC, Pacific.

Harlan directs 63 employees collectively known as the "Harlan Globe-Trotters" because 20 per cent of the team are constantly on the move up and down the West Coast and to distant Pacific areas where MSC controlled ships are located.

MSC, Pacific attempts to give as much ship repair and overhaul work to U.S. shipyards as possible, but the gasoline oilers Rincon and Petaluma are homeported in the Far East and work is done in the western Pacific because of the distance involved.

"Material support is difficult, but it is made more critical by the need to send people there. An engineer overseeing the work on one ship in the western Pacific could oversee the work of five ships here," Harlan said.

Fleet support vessels also are repaired in the western Pacific demanding a lot of travel by Pacific engineers. Repair work on other tankers, however, is done on the West Coast.

The biggest job that the Pacific engineering office has ever had is now under way—modification of the H.H. Hess which will be operated by MSC for the Naval Oceanographic Office.

A time and money saving job was recently completed by the Pacific maintenance shop, Harlan noted. MSC electronics people constructed instrumentation cabinets to be put aboard the Hess. "We received advance financing from the oceanographic office to build the cabinets and that saved a lot of time and money.

"Otherwise the sponsor would have provided the components, and we would put them together with the help of shipyard workers," he said. The maintenance shop, using Civil Service blue collar workers, does work at about half the cost of a commercial shop.

The MSC, Pacific maintenance shop has all the crafts of a naval shipyard, said Ed Kase, shop superintendent. Overall purpose of the shop, he said, is to do emergency ship repairs at Oakland and other Pacific areas.

"Our big job now is modification of the Mississinewa," said Kase. "We won't do all the work, but are handling the major portions. We are completely modifying the after house, electronic machinery and miscellaneous piping, and making structural modifications."

Kase actually retired from MSC in 1975 after four years as assistant to the engineering operations division director at command headquarters in Washington, D.C.

"I was playing golf and landscaping the yard when I was asked if I wanted to take a crack at running the maintenance shop. I said 'sure.'"

He began his career in 1940 as a shipfitter at the Mare Island Naval Shipyard. After a couple of other shipyard jobs Kase joined MSC in 1951, also as a shipfitter at the Pacific area command. After moving into management positions, Kase joined Williamette Iron and Steel company in 1963 as production manager.

Kase returned to MSC, Pacific in 1966 as a planner and estimator and the same year transferred to headquarters in special project ship engineering.

Another long-time MSC, Pacific employee is Mervyn Coughlan, a procurement analyst and head of the contract branch. He was one of the first 10 employees at MSC, Pacific. Offices then were at the San Francisco Naval Shipyard at Hunters Point.

Coughlan had broken time with MSC but returned about 1967 after 12 years with Pacific Ship Repair and Williamette Iron and Steel as negotiator-estimator.

As procurement analyst Coughlan signs all invoices on ship repair work, drafts invitations for bids, puts out specifications for bids, monitors contracts for financial status of companies doing business with MSC, Pacific and keeps West Coast employment statistics.

West Coast shipyards have reached nearly full employment due to a lot of Navy contracts and that means fewer bidders for MSC work, Coughlan explained.

Scott Conklin Ed Kase

When bids went out for the Hess conversion only three of the 14 companies asked to bid made offers. National Steel and Shipbuilding Co., of San Diego was awarded the contract with the low bid of $11,485,000. The two other bids were for $17 million and $19 million.

Coughlan remembers the day the war in Korea began. "The captain called everybody in and said, 'We're in war.' We pulled five transports from the Suisun Bay reserve fleet and had them ready in 15 days.

"We worked day and night and stayed in the office for a couple of days at a time."

The MSC, Pacific supply office is the rich aunt of the rest of the command, according to Frank B. Willis, deputy supply officer. "They just tell us what they want and we get it."

To keep the 22 ships running in 1976 required processing of 34,816 line items and purchases requiring 305,229 actions at a cost of more than $1.2 million. In addition, the area command paid nearly $1.7 million for more than 1.5 million meals served to the ship crews.

The supply office has three divisions: ships liaison and port steward, material control, and exchange and special services.

The ships liaison takes care of the vessels that come into the San Francisco bay area and deals mainly with provisions.

Material control division has three branches: requirements, which receives requisitions and screens and processes them; procurement, which deals with small purchases costing not more than $2,500, and a follow up or progress branch which tracks the status of all requirements, purchases and shipping.

The exchange and special services division provides supplies for ship stores and recreational items such as movies, books and television sets.

Supply officer is Cmdr. Elbridge Walker, III who noted that a supply problem unique to the Pacific area command makes it necessary to overhaul many ships in the western Pacific.

It is a supply office responsibility to get parts and equipment necessary to complete the overhauls to the yards thousands of miles away.

A typical problem arose last February when a 41½-foot-long shaft weighing nearly 20,000 pounds had to be quickly sent to Singapore for the oceanographic research ship USNS Mizar.

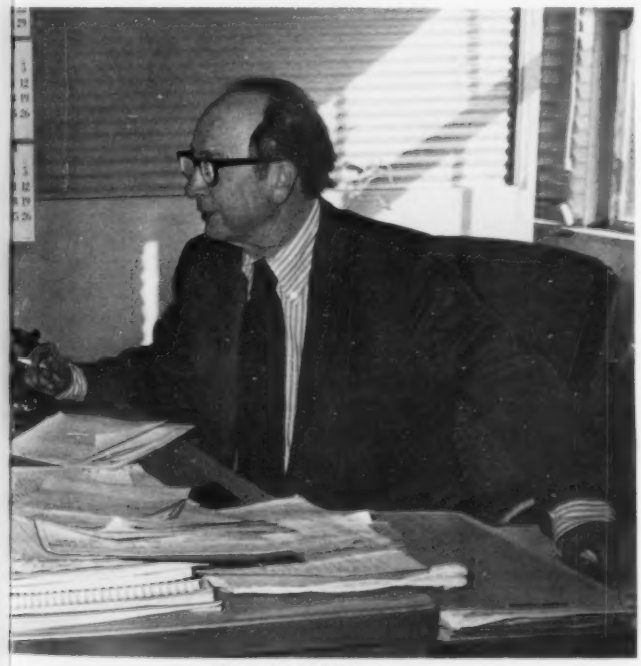
The shaft was available at the Naval Supply Center in Oakland but there wasn't time to send it by ship.

Willis arranged an airlift by Military Airlift Command but first had to truck the shaft from Oakland to Travis Air Force Base just northeast of Oakland. From there it was flown to Clark Air Base in the Philippines and from there it was flown to Singapore.

He had to get special authority to ship it from the Naval Supply Systems Command and coordinate the shipment through the Navy Transportation Office in Norfolk and Military Airlift Command headquarters at Scott Air Force Base, Illinois.

Willis has been with MSC, Pacific since 1966. Until February, he had been director of the material control division for five years.

Born in Lexington, Ky. and reared on "racehorses, bluegrass and good whiskey," Willis' work career could be the subject of a TV series—in fact at one time he was



Frank Willis

Mervyn Coughlan

in film programming.

Before World War II he was a college professor, teaching English at the University of Kentucky. He was also head of the English department at Ashland Junior College.

During the war he served in Europe with the Army Air Force. One time while waiting in England to be reassigned, he and a group of other officers had a lot of time but no transportation to get into London. Army vehicles were at a premium and anyone wanting a car had to put the request in writing with justification for the trip.

"We had the whole group writing justifications for trips to London and we used one every day. We all got to go and while we were there we managed to have a little fun."

After the war Willis decided not to return to teaching. He joined the Veterans Administration and helped to activate two hospitals. "But when it got to the point where all the fun was gone, I left."

He moved into radio and television sales and management in the Midwest, and then in film programming.

"I'm a maverick," said Willis. "I find something interesting and decide that's what I want to do. I do it and then I don't want to do it anymore."

Twenty-five years ago a young woman from Okmulgee, Okla. was visiting relatives in Oakland and decided she would take the Civil Service examination for her first job. Mrs. Marie Y. Gair passed and on the second interview was hired as a clerk typist in what then was the mail and records department of MSC, Pacific.

She moved on to communications and now is secretary to the employment division director.

Mrs. Gair admits that she and MSC "have had our ups and downs, but overall it's been nice."

In 1952 when she first came with MSC "it was very military, but as the years passed it became more of a civilian operation," she said. Other changes Mrs. Gair has seen during those years is the makeup of the fleet of ships MSC operates.

"We first started with passenger or troop ships and they gradually disappeared. Cargo ships then made up the bulk of our fleet and now we have more Navy fleet support and special project ships."

In her spare time Mrs. Gair works with the Taylor Memorial United Methodist Church in Oakland.

Although the backgrounds of the hundreds of other MSC, Pacific employees are as diverse as those mentioned here, they have found a common denominator in their work with Military Sealift Command, Pacific.

Marie Gair

Rear Adm. John Coughlin

ADM. JOHN COUGHLIN

"Damn Proud of the Guys Who Operate the Ships"

From his office windows he can see his home on Goat Island and San Francisco Bay where until recently he sailed his 22-foot sloop. It is the same area where novelist Jack London explored the bay in his sloop as a teenager in 1890.

Rear Adm. John T. Coughlin, commander of Military Sealift Command, Pacific, next to talking about how pleased he is with the command's performance, particularly the fleet support program and the mariners who do the job, enjoys relating the history of the area that surrounds the Pacific area command headquarters.

Like its Atlantic counterpart at Bayonne, N.J., MSC, Pacific has changed considerably in the past five years.

The operation of fleet support ships and special project vessels for various naval agencies is a dominant function within Military Sealift Command in the 1970s. MSC no longer transports military men or their families and most Defense Department cargo is transported in privately owned merchant ships.

"We are using more berth line carriers now and the number of cargo ships we operate has declined," Admiral Coughlin said. "The USNS Bland made the Antarctic resupply this year and the roll-on, roll-off ship USNS Meteor is operating between the West Coast and Far East."

After the Antarctic resupply, Bland was put in a reduced readiness status and laid up at San Francisco. MSC, Pacific has a third cargo ship, the heavy-lift USNS Brostrom, in the same status.

"But we are seeing increased utilization of our special project ships, especially those out of Seattle doing oceanographic research in the Gulf of Alaska," he said.

"With regard to our fleet support program, I'm damn proud of the guys who operate the ships. They have built

a fine reputation in the fleet and our ships are well accepted." MSC manned support ships are a part of the fleet Mobile Logistic Support Force.

In February the fleet oiler USNS Taluga became Pacific's fourth oiler and the first MSC Civil Service manned ship to join the Third Fleet at San Diego operating in the Eastern Pacific. Oilers providing services to the Seventh Fleet in the Western Pacific are the USNS Mispillion, Navasota and Passumpsic.

Pacific's other fleet support ships are the ocean-going fleet tugs USNS Ute, providing towing and training services for Service Group One in the Eastern Pacific; Lipan doing the same job for Service Group Two in the Western Pacific, and the fleet ballistic missile resupply vessel Furman operating between Bangor, Wash. near Seattle, and Guam.

Taluga was the command's first fleet oiler and from 1972 until last year was assigned to the Atlantic area command. Her first job with MSC, Pacific was cold weather operations off Alaska with the replenishment oiler USS Roanoke, one of the Navy's newest oilers. Purpose was to determine what problems will be encountered during underway replenishment operations in bad weather and low temperatures.

Unique to the Pacific command, said Admiral Coughlin, are the Cool Barge operation and the maintenance and repair shop.

Cool Barge is the name given the annual supply of Defense Department and other government installations in remote areas of Alaska. MSC contracts with Alaska Puget United Transportation Co. to deliver the cargo and the Pacific command monitors its performance. The maintenance and repair shop handles emergency repairs to ships at Oakland and other Pacific command areas as far away as Guam.

Admiral Coughlin, noting the diverse ship types under area command control, praised the Pacific engineers who keep them sailing. Oldest of the Pacific ships is the Ute which will be 35 years old in June. The remainder are in their 30s.

Married to the former Mary Eagen, of Seattle, the admiral calls Seattle his permanent home but the family now lives in government quarters on Yerba Buena Island, also known as Goat Island, adjacent to Treasure Island, a man-made island created for the 1939 world's fair.

Yerba Buena is Spanish roughly meaning good herbs. When the Spanish discovered the bay in 1775 the island was covered by growth of many types of herbs and thus the name. Later, said Admiral Coughlin, when the bay area had grown enough to warrant regular visits by sailing merchantmen, an enterprising entrepreneur began raising goats on the island to sell to passing ships. That is how it got its unofficial name of Goat Island.

Treasure Island also was used as a control center for Pan American flying boats. An airport was built on the island but quickly became too small as the size of airplanes grew.

This July Admiral Coughlin will leave MSC, Pacific to take on new duties as director of the Logistics Plans Division for the Chief of Naval Operations and additional duty as naval advisor to the Assistant Secretary of Commerce for Maritime Affairs.

An avid weekend sailor, Admiral Coughlin recently sold his Columbia 22 sloop when it appeared certain he would be leaving the bay area.

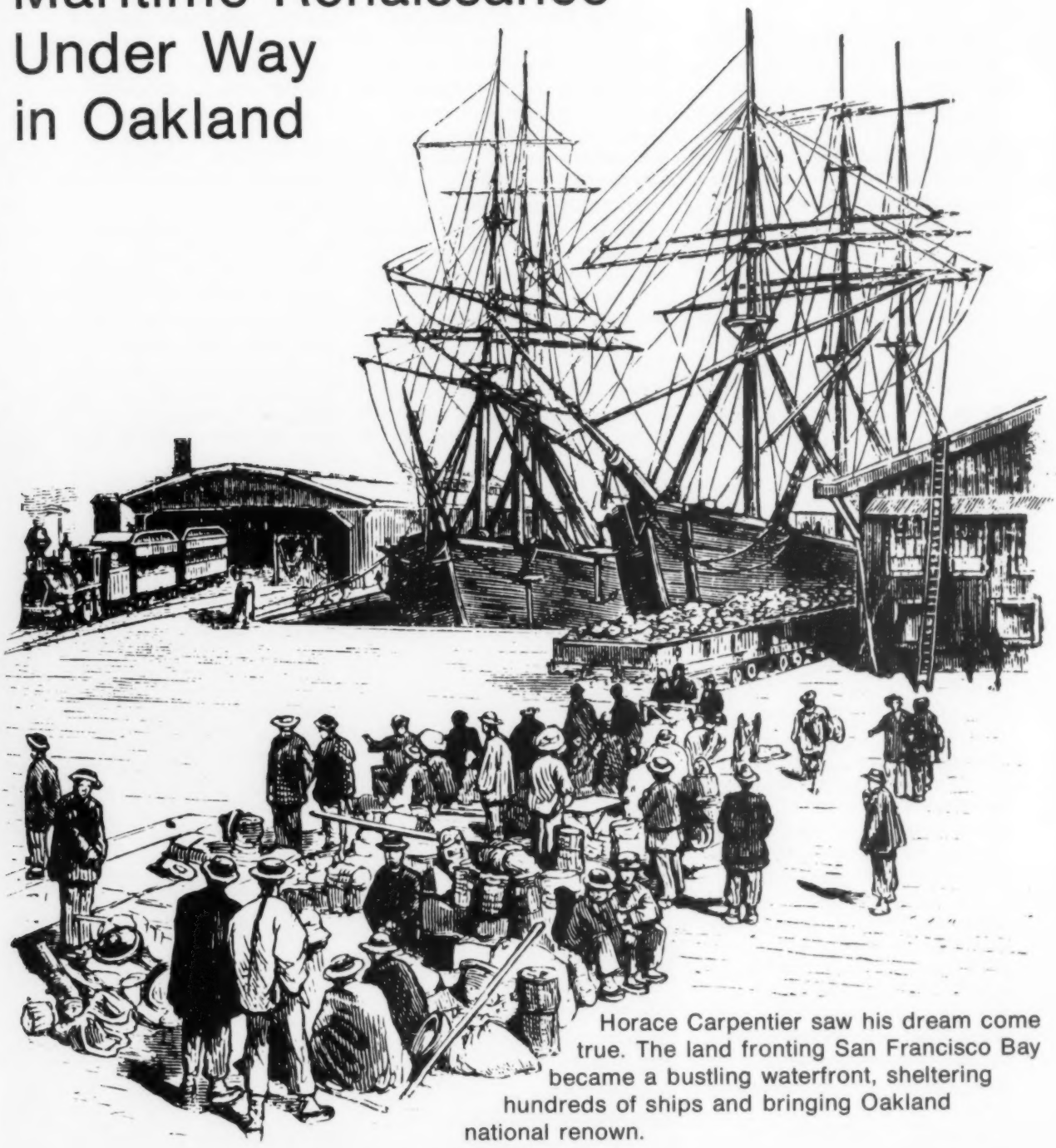
He graduated with distinction from the U.S. Naval Academy in 1950 and that same year began flight training at Pensacola, Fla. Most of his 27 years of active duty have been in aviation. He received his master's degree in engineering electronics from the Naval Postgraduate School, Monterey, Calif.

In April 1970, while executive assistant to the commander of the Naval Electronic Systems Command, he was promoted to captain and three years later, almost to the day, was promoted to rear admiral after which he became deputy director of the National Military Command Center for the Joint Chiefs of Staff.

Admiral Coughlin served as commandant, 12th Naval District, from July 1975 to December 1976 and in August 1975 took command of Military Sealift Command, Pacific.

The Coughlins have six children: Patrick Joseph, a law student in San Francisco; Mary Kathleen, married and living in San Diego; Teresa Anne, a student at San Francisco State University; John Michael, a junior high school student; Colleen Magdelene, a high school freshman, and Kelly Ann, in the second grade. ⚓

Maritime Renaissance Under Way in Oakland



Horace Carpentier saw his dream come true. The land fronting San Francisco Bay became a bustling waterfront, sheltering hundreds of ships and bringing Oakland national renown.

Courtesy Bancroft Library
University of California

At the turn of the century, Oakland, Calif., present site of Military Sealift Command, Pacific headquarters, echoed to the shouts of square riggermen bracing the yards, the creak of the mooring lines of whalers laid up for the season, and the rattle of harnesses as wagonloads of West Coast lumber and East Indian spices were discharged on the bustling quays.

Eventually, the boom ended, and the tall ships and whaling schooners rotted at their piers as the shoals of Oakland Creek became a maritime graveyard.

In recent years, Oakland has undergone a renaissance. Sparked by private developers and the Port of Oakland, the area has become a sheltered harbor for sailing and power boats and an outfitting and purchasing center for an active deep-sea fishing fleet.

Oakland was founded in 1852 by a young New York lawyer, Horace W. Carpentier. Named for the oak trees that dotted the grassy coastal plain, Oakland was incorporated as a city two years later.

Carpentier was elected the city's first mayor and soon gained a monopoly on Oakland's entire waterfront through an ordinance passed by the Board of Trustees 13 days after its founding. The ordinance granted Carpentier exclusive use of the Oakland waterfront for the next 37 years in return for $5, plus 2 per cent of all wharfage fees collected and the construction of docks and a school.

The granting of control of Oakland's shoreline to a private citizen was so unpopular that petitions, demonstrations and lawsuits soon followed. By June 1855, a new mayor and city council repealed the original grant and Carpentier went to court to maintain control of the land fronting San Francisco Bay and San Antonio Creek.

Although its mouth was blocked by a sandbar only 24 inches below the surface at low tide, Carpentier envisioned this waterway as a great harbor that would someday shelter hundreds of vessels.

The council agreed and in 1856 spent $14,000 for dredging at the mouth of San Antonio Creek. In March 1868, Oakland's first bond issue—$15,000—was authorized, again for harbor improvements.

The controversy continued to rage over who owned the city's waterfront until it threatened to interfere with consideration of Oakland for the Pacific terminus of the transcontinental railroad. The city and Carpentier finally agreed to a compromise in 1868.

Oakland would stop fighting Carpentier if he would deed his rights to a newly-formed corporation, the Oakland Water Front Co. The latter in turn would cede half the shoreline to the Central Pacific Railroad, predecessor of today's Southern Pacific.

On November 8, 1869, the first engine puffed to the end of the transcontinental railroad at Oakland's Long Wharf, bringing with it prosperity and national attention.

In 1903 on the western waterfront another significant landmark was under construction. Inaugurated in October, the Key Route mole loomed at the far end of a three-mile causeway and trestle by which electric commuter trains serving Oakland and Berkeley met Key System ferries on the deep waters of the bay.

Through it all, the Oakland Water Front Co., headed by Carpentier, clashed repeatedly with the city. By 1892, however, the U.S. Supreme Court had ruled that Carpentier's waterfront rights extended only to the low tide line as it had existed at the time of the grant. Shoreline dumping of sand and earth dredged over 40 years of harbor improve-

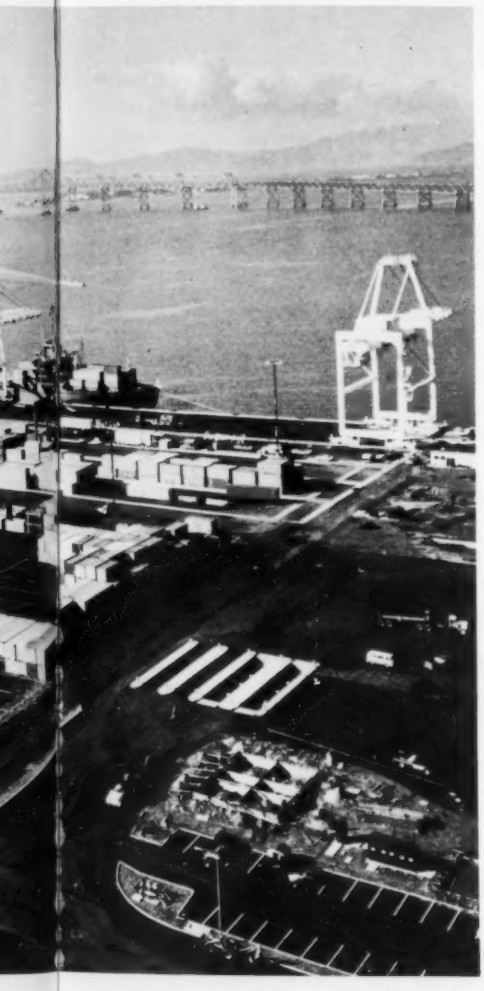
Courtesy Port of Oakland

ment had extended frontage land on the estuary well beyond that line.

In 1907, the city gave wharf construction rights in one of these areas to the Western Pacific Railroad. The Oakland Water Front Co. challenged the action in court and lost. The court decision finally broke the shoreline stranglehold exerted for 55 years by Carpentier and the now Southern Pacific Railroad.

Three years later, Southern Pacific relinquished all its waterfront claims. In return, it received a 50-year lease on the yards and piers it was using.

At the 1909 elections, Oakland voters overwhelmingly approved a $2.5 million harbor bond issue. New waterfront lands were acquired, and the first concrete pier on the West Coast was completed at Livingston Street in 1912.



The Outer Harbor Container Terminal is part of a shipping network that makes Oakland the second largest container port in the United States.

At a special election in December 1926, the Oakland city charter was amended to provide for an independent Port Department, governed by a permanent Board of Port Commissioners. One year after its establishment, the commission had the port operating in the black from a $400,000 deficit the year before. It has remained self-supporting ever since.

In July 1933, thousands watched at Oakland's Outer Harbor as a dynamite blast on Yerba Buena Island—keyed telegraphically from the White House by President Franklin D. Roosevelt—broke ground for the $75 million Oakland-San Francisco Bay Bridge.

In early 1941, the Army posted guards at the outer harbor facilities and took them over for military use. A Navy supply depot, long in the planning, mushroomed on 390 acres of the outer harbor, while the Ninth Avenue terminal and the airport both became military installations.

A "Fly Oakland" campaign was launched in 1946. Although airlines were beginning to drop their scheduled services to Oakland, its airport was the fourth most profitable in the nation in 1948.

Nearby, dredging was begun to reclaim marshlands for what has been developed into the Oakland Airport Business Park, next to the Nimitz Freeway.

In 1951, at the foot of Broadway where Heinhold's saloon has flourished since 1885, an entertainment square was named for the area's most famous patron, author Jack London (1876-1916). A novelist and short-story writer, London was one of America's most extensively translated authors. Raised in Oakland, he explored San Francisco Bay in a sloop as a teenager.

Today, Oakland is the world's fifth largest container port and the second largest in the United States. Almost $2 billion in wages, business spending and taxes are cycled into the bay area economy each year by shipping, airport operations, restaurants, industrial, and business properties of the port.

In the outer harbor near the MSC, Pacific headquarters, a new 51-acre, three-berth container terminal was opened in January 1977. Two $2.5 million cranes serve the four Japanese steamship lines and the Danish Far Eastern container ships now calling there. Another 13-acre container terminal and berth are being developed by the port.

At the Sea-Land terminal, also in the outer harbor, four giant A-frame cranes and a 70-acre yard that can handle more than 2,000 containers serve weekly arrivals of the largest container ships in the world, the 946-foot, 33-knot SL-7s. ⚓

Blackwell said the Maritime Administration must see "both sides of the coin"—both industrial and national security needs.

Military Readiness Depends On Strong Merchant Fleet

By Louis Panarale

"If U.S. reinforcements were deployed to NATO Europe during a crisis—before the outbreak of war—we should have to requisition essentially the entire U.S. merchant fleet for the logistic support operation."

That comment by Robert J. Blackwell, Assistant Secretary of Commerce for Maritime Affairs, underscored the theme of an address he gave during a Department of Defense area transportation luncheon sponsored by Military Sealift Command April 13 at Fort Myer, Va.

Mr. Blackwell reminded the primarily military audience that the merchant marine must be a commercial success in peacetime if it is to be able to provide logistical support for the Armed Forces in time of war. The Maritime Administration is the agency in the Department of Commerce responsible for programs to encourage development of a strong U.S.-flag fleet for carriage of U.S. peacetime trade and for augmentation of the Navy in an emergency.

Blackwell said that mobilizing the U.S.-flag fleet before a war breaks out is a "new prospect" but one for which the Maritime Administration is prepared. "The authority to do so exists in section 902 of the Merchant Marine Act, 1936. All we need to exercise the authority is a Presidential decision."

He said it could be presumed that a decision to commit U.S. troops would be accompanied by an authorization to requisition merchant ships needed to support deployed forces.

He posed the question as to how suitable today's merchant fleet is for military support operations. He said that, thanks to Maritime Administration-Navy cooperation in the review of proposed ship designs, 95 per cent of the ocean going vessels built under the Maritime Administration's direct support programs will be available to support the military services.

"We have the world's largest fleet of roll-on, roll-off van ships and barge carriers. These two types are ideally suited for military operations, and the ships in these classes are big and fast, with tremendous delivery capacity."

Blackwell stressed that container

ships also are important in military support planning. "About 80 per cent of U.S. military cargo is containerized in peacetime. If the military services decided to containerize troop unit equipment and provide flatracks for wheeled vehicles, almost half of the unit equipment tonnage could be moved by container ships."

He pointed out that military services traditionally have relied on breakbulk freighters equipped with their own cargo handling gear. "These versatile ships will continue to be valuable. The active merchant fleet includes 143 freighters, and the signs are that breakbulk ships will be with us for a long time—contrary to expectations a few years ago when it appeared that container ships would take over nearly all general cargo trade."

The Maritime Administration consults with the Navy to ensure that proposed ship designs are suitable for military purposes, Blackwell said. Typical defense features incorporated in new designs include greater cargo-handling capacity and oversize doors and ramps for roll-on, roll-off vessels so that they can accommodate large, bulky military equipment.

"As a commercial service agency, the Maritime Administration must keep industrial requirements, as well as national defense in mind. Not all vessels can be self-sufficient. Container ships do not have their own cranes. Roll-on, roll-off van ships are well suited to military sealift, but we can't build them to the exclusion of other needed ship types. Looking at both sides of the coin isn't easy, but we try."

Another problem Mr. Blackwell cited is the time needed to withdraw ships from trade and make them available for military loading. To speed up the process, the Maritime Administration and the Navy have established a system under which U.S.-flag merchant ships report position, course and speed every 48 hours. "We have a continuing record of where ships are," Blackwell said. "This would give us an advantage of several days of putting ships on berth for military training."

The Maritime Administration and the Navy have also begun action to bring 30 ships of the National Defense Reserve Fleet up to readiness for reactivation in five days. "These vessels could be used either to start major deployment operations, or to provide a quick-reaction shipping force for small contingencies," Blackwell said.

"The Navy has provided money for the first year's work, which will cover seven ships. Included are four relatively new C3s, one Seatrain vessel, a converted T-2 which the Army wants for the movement of helicopters, and two Victory ships."

Blackwell said a chronic problem in planning for emergency shipping operations is communication between Navy and merchant ships. Most merchant ships still depend on wireless while the Navy has almost eliminated its Morse equipment.

"Both the Maritime Administration and the Navy look forward to a compatible satellite communications system, but that is some years down the road. We have agreed in the meantime to press for installation of high frequency selective-calling radio teletype on all U.S.-flag merchant ships. The Military Sealift Command is proceeding now with installation of this equipment on its govenment-owned and MSC-controlled ships."

"Meanwhile, the Maritime Administration continues its role as an active—and I believe valued—player in naval exercises conducted by both the U.S. and NATO commands." Blackwell said. ⚓

An MSC display becomes a focal point of conversation for three guests.

MSC Minutemen

By Louis Panarale

Chief Journalist Robert Carpenter displays the St. Louis Globe-Democrat award for his outstanding performance as an MSC naval reservist.

Military readiness is evidenced by the ability to respond in a timely and effective manner when called upon to perform in a war or other contingency situation. It can be achieved only by a combination of human skills, material assets, and a knowledge of what needs to be done and how to do it.

To maintain the expansion base needed to fulfill its contingency missions, Military Sealift Command sponsors several types of Naval Reserve organizations. Trained personnel would be critical in an emergency since the active MSC personnel force could provide only about 20 per cent of the people needed in a major contingency.

The command conducts a comprehensive training program to make certain that Naval Reserve members are ready to augment peacetime forces. MSC reserve organizations are separated into five types, each organized for specific functions.

*Military Sealift Command headquarters units must be ready to control and administer sealift assets, to procure needed cargo ships and tankers, and to act as liaison for maintenance and repair.

*MSC office units must be ready to establish and operate new MSC offices and to augment existing office staffs.

*Military transportation unit personnel, in an emergency, will board civilian-manned, U.S.-controlled ships to provide administration support for troops being transported or civilians being evacuated.

*The responsibility of Naval Control of Shipping office units is to

establish and operate shipping control and liaison offices.

* Convoy commodore units will provide seagoing staffs for convoy flag officers embarked aboard merchant ships.

Reservists filling mobilization assignments must be trained, equipped and thoroughly familiar with MSC functions in order to immediately begin conducting worldwide command operations. It is unlikely that they will be given time to conduct crash-training programs since the units are expected to swing into action immediately if called upon.

MSC controls the training of more than 3,000 reservists, and has developed a curricula which requires about three years for an individual to complete. Included are a two-week orientation course, mandatory for all MSC reservists, and on-the-job training at headquarters or in MSC area commands or offices. Unit drill periods also cover material included in the overall training program.

Many naval reservists, because of prior Navy experience, already have military skills, but past experience and know-how are of little value to the Navy in peacetime and professional growth does not continue, unless reservists are given an opportunity to participate in worthwhile programs—in performing realistic assignments.

On-the-job training is a keystone of the command training program—as are varied types of exercises. MSC reserve unit 222 recently participated in a joint military exercise known as Trans Log II at Seattle, Wash.

Trans Log II was a simulated or paper exercise to demonstrate that reserve components could successfully carry out emergency transportation and communication functions assigned them. The exercise covered control of the movement of the cargo and people required to support a 150,000-man fighting force overseas, starting with departure of the cargo from the United States and winding up with its delivery at an overseas port.

While no ships or shore equipment were actually used, those reservists taking part simulated the loading, transport and unloading of ships from the United States to South Korea.

Problems were made realistic by a scenario involving 10 locations planned months before the exercise. Logistical problems that might be expected—or unexpected—were added as the exercise progressed to make certain that reservists had an opportunity to make decisions and to demonstrate their judgment and flexibility.

Cargo was controlled by using computers which provided location, contents and disposition of each ship. Nearly 46,000 computer cards were used.

By the end of the exercise, MSC reservists of Unit 222 had simulated an operation which required their handling of breakbulk, container and roll-on, roll-off vessels, and a troop transport—a total of 32 ships.

The MSC reservists used electronically transmitted message traffic, telephones and radio nets to make arrangements for all normal ship services, from arranging for pilots and tugs to complete shoreside fuel, water, electrical and line handling services.

Another example of MSC emphasis on training was a study by six reservists as to how heavy lift capability of MSC chartered Challenger class ships could be increased in an emergency. The six, members of MSC Command/Headquarters Naval Reserve Unit 606 technical and engineering team, studied the feasibility of transferring 120-ton cargo gear rigs from the Adm. William M. Callaghan to a Challenger class ship so that utility landing craft could be loaded and unloaded without relying on shore-based gear.

Team members traveled to Bayonne, N.J. and toured the Callaghan and the Pioneer Contractor, a Challenger class vessel. Each team member handled aspects of the project he was most familiar with as the result of his Navy and civilian experience. Result was a detailed plan that will enable the command to transfer the gear in a future emergency with no delay for study, design, or evaluation.

Expertise of reserve members sometimes has more immediate benefits, as the Seattle Naval Reserve Center discovered. The center needed a new public address system but lacked the money needed to obtain it.

Help came from Chief Electronics Technician Phil Davis of MSC Reserve Unit 222. Davis, owner of a small electronics firm in civilian life, drew the plans for the sound systems and other reservists helped build it.

Lt. Cmdr. R. D. Graves, public affairs officer of the unit, said the system purchased commercially would have cost more than $20,000. As built by Chief Davis and other reservists, the total cost was $2,000.

Reserve training activity is not limited to such major ocean ports as Bayonne or Seattle. Members of Reserve Unit 311 based in Oklahoma City have their ties with seafaring. Recently, MSCO 311 Unit planners decided after reviewing the MSC command curricula that they needed first-hand knowledge of the relationship between oceangoing and inland waterway delivery systems.

The Oklahoma reservists visited the port of Catoosa several miles east of Tulsa along the Verdigris River. Catoosa is the terminal port on the McClellan-Kerr Arkansas River navigation system. A tour of the industrial park development and the port offices allowed the reservists to observe tug and barge operations. The port is a major handling and shipping facility for export of wheat, petroleum-base products and oil drilling equipment.

The port's dimensions allow for the handling of LASH and Seabee barges which have a high potential for contingency use and which are designed to move cargo over both the ocean and inland waterway systems.

Members of three Naval Reserve units near MSC command headquarters in Washington, D.C. stand

regular duty watches during weekends. They are Command Headquarters Unit 406 of Baltimore, Md., 606 of Adelphi, Md., and 506 of Alexandria, Va.

During his weekend watch in July, Lt. Cmdr. Thomas Scanlan was called upon to make arrangements for an MSC tanker to carry water to the island of Curacao in the Dutch West Indies. It was an emergency. Sea water had been accidently pumped through fresh water pipes at the island's desalinization plant reducing fresh water production by about 80 per cent.

The command diverted the tanker USNS Sealift Arctic from its run between the oil refinery at St.Croix in the Caribbean and France. After her tanks had been cleaned, they were loaded with drinking water which was delivered to Curacao on a series of runs. Without the water, Curacao might have been hit by an epidemic.

Scanlan and the other reservists handled messages and helped make certain that MSC was able to respond to an emergency requirement. Sealift Arctic eventually delivered nearly 50 million gallons of water to Curacao.

MSC Naval Reserve Unit 812 of St. Louis is only two years old. For two consecutive years, members of that unit have received achievement awards from the St. Louis Globe-Democrat, a major daily newspaper.

Each year the Globe-Democrat presents awards to Marine Corps., Navy and Coast Guard reservists. To qualify, a reservist must have met exacting standards in all phases of his military job during the previous year. The two MSC Unit 812 members who have received the award are Senior Chief Radioman Wayne Harper (1975) and Chief Journalist Robert Carpenter (1976).

Another reservist recently commended for excellence in his field of expertise is Delos Mellen, an oceangoing tugboat operator in civilian life and a chief quartermaster in the Naval Reserve.

Last summer Mellen served 30 days active duty at MSC headquarters in Washington. His primary task was to assist MSC staff members in improving ocean towing and salvage operations. Mellen helped develop and evaluate operational techniques and equipment arrangements for new tugs being constructed for MSC manning.

The tugs, procurred by the Naval Sea Systems Command, will be operated by MSC, and will be used in salvaging and towing battle-damaged and non-operational ships. The tugs also will be used for diving operations, oil spill cleanups and fighting shipboard fires.

Naval Sea Systems Commander Adm. Robert C. Gooding sent a letter of appreciation to the MSC commander for allowing Mellen to assist his organization. "His knowledge and assistance on how various tows may be rigged were most beneficial," Admiral Gooding said.

That is what MSC training of its Naval Reservists is all about, making certain that they and the units they make up are ready to do what is required in any future emergency.

Reservists Richard Cloues (left) and John Rowe confer on a logistics problem while on watch at MSC, Pacific.

National Maritime Day, 1977

By the President of the United States of America

A Proclamation

For more than two centuries, the United States has relied on the Merchant Marine for trade and defense. The Merchant Marine has contributed to our economic growth and military strength.

The men and women of our Merchant Marine have worked hard to export our products to foreign markets, and import foreign goods for our use and pleasure.

Those who serve in the Merchant Marine have the spirit, the character, and devotion to duty that have made our nation strong, free, and prosperous.

In recognition of the importance of the American Merchant Marine, the Congress, by joint resolution of May 20, 1933 (48 Stat. 73, 36 U.S.C. 145) designated May 22 of each year as National Maritime Day in commemoration of the departure from Savannah, Georgia, on that date in 1819 of the SS SAVANNAH on the first transatlantic voyage by any steamship, and requested the President to issue annually a proclamation calling for its appropriate observance.

Because May 22 falls on Sunday this year, and in keeping with custom, it is appropriate to observe National Maritime Day on the following Monday.

NOW, THEREFORE, I, JIMMY CARTER, President of the United States of America, do hereby urge the people of the United States to honor our American Merchant Marine on May 23, 1977, by displaying the flag of the United States at their homes and other suitable places, and I request that all ships sailing under the American flag dress ship on that day.

IN WITNESS WHEREOF, I have hereunto set my hand this fifteenth day of April in the year of our Lord nineteen hundred seventy-seven, and of the Independence of the United States of America the two hundred and first.

Jimmy Carter

Courtesy Port of Oakland

Headquarters of Military Sealift Command, Pacific (arrow) is adjacent to the Naval Supply Center fronting on San Francisco Bay at Oakland. MSC, Pacific has operational control of 22 ships and unlike other area commands has its own maintenance and repair shop. Approximately 2,200 employees including more than 1,700 Civil Service mariners make up the work force. See articles starting on page 4.

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